

## **BAB 6**

### **PENUTUP**

#### **6.1 Kesimpulan**

Berdasarkan analisis data penelitian dan pembahasan terdahulu, diperoleh beberapa kesimpulan berikut:

1. Pembelajaran organisasi terbukti mempengaruhi pengembangan kompetensi dalam perusahaan digital startup di Indonesia secara signifikan. Keberadaan pembelajaran organisasi dalam perusahaan digital startup di Indonesia digambarkan cukup kuat dalam empat dimensi pembelajaran organisasi menurut Huber (1996), yaitu dimensi akuisisi pengetahuan, distribusi pengetahuan, interpretasi pengetahuan, dan memori organisasi. Dimensi distribusi pengetahuan, interpretasi pengetahuan, dan dimensi memori organisasi dalam perusahaan digital startup di Indonesia adalah dimensi pembelajaran organisasi yang sarat dengan penerapan teknologi digital (pembelajaran organisasi digital). Temuan ini sekaligus membuktikan bahwa perusahaan digital startup di Indonesia dapat dikategorikan sebagai organisasi pembelajar seperti yang diutarakan Senge (1994).
2. Pembelajaran organisasi terbukti tidak mempengaruhi inovasi organisasi secara langsung dalam perusahaan digital startup di Indonesia. Inovasi organisasi yang diadopsi langsung dari pembelajaran organisasi berpeluang menjadi inovasi yang tidak produktif. Pembelajaran organisasi berpotensi mempengaruhi inovasi organisasi dalam perusahaan digital startup di Indonesia dengan dimediasi pengembangan kompetensi.

3. Pengembangan kompetensi terbukti mempengaruhi inovasi organisasi dalam perusahaan digital startup di Indonesia secara signifikan. Kompetensi organisasi/ bisnis, kompetensi kolaboratif, dan inovasi organisasi adalah sumber daya non-teknologi yang sangat bernilai bagi *founder/ cofounder/ C-level manager/* manajer perusahaan digital startup di Indonesia agar memiliki keunggulan bersaing yang berkelanjutan. Inovasi organisasi dalam perusahaan digital startup di Indonesia adalah inovasi berbasis kompetensi.
4. Pengembangan kompetensi terbukti mempengaruhi inovasi teknologi dalam perusahaan digital startup di Indonesia secara signifikan. Kompetensi desain digital, kompetensi teknologi, dan inovasi teknologi adalah tiga jenis sumber daya yang sangat bernilai bagi *founder/ cofounder/ C-level manager/* manajer perusahaan digital startup di Indonesia agar memiliki keunggulan bersaing yang berkelanjutan. Jenis-jenis kompetensi digital dalam perusahaan digital startup di Indonesia memperjelas penerapan teori kompetensi menurut Prahalad & Hamel (1990) secara kontekstual, khususnya dalam keterkaitan antara kompetensi dan produk (hasil inovasi). Penelitian ini membuktikan bahwa inovasi teknologi dalam perusahaan digital startup di Indonesia adalah inovasi berbasis kompetensi.
5. Inovasi organisasi terbukti mempengaruhi kinerja organisasi perusahaan digital startup di Indonesia secara signifikan. Fenomena *jump on the bandwagon* dalam proses kelahiran dan adopsi inovasi organisasi berpotensi mendegradasi karakteristik VRIN dalam pengetahuan digital (sumber daya tidak berwujud yang secara teoritis dapat digunakan untuk menciptakan keunggulan bersaing (Barney, 1991)).

6. Inovasi teknologi terbukti mempengaruhi kinerja organisasi perusahaan digital startup di Indonesia secara signifikan. Inovasi teknologi adalah variabel endogen laten dengan pengaruh terbesar dalam model struktural ini, di mana variabel endogen laten yang dipengaruhi adalah kinerja organisasi.

## 6.2 Saran

Potensi penelitian lanjutan terhadap temuan-temuan dalam penelitian ini sangat terbuka:

1. Perbedaan karakteristik sumber daya yang dibutuhkan untuk melahirkan inovasi organisasi dan inovasi teknologi (berbasis kompetensi) menunjukkan adanya potensi modifikasi teori Resource Based View dalam konteks era digital. Kehadiran teknologi Industri 4.0 berpotensi memodifikasi karakteristik VRIN dalam sumber daya yang dibutuhkan perusahaan agar memiliki keunggulan bersaing.
2. Dua puluh tujuh indikator dalam penelitian ini dapat digunakan untuk menjelaskan variabel-variabel laten pembelajaran organisasi (Huber, 1996), pengembangan kompetensi (Palacios-Marqués et al., 2011a; Prahalad & Hamel, 1990), inovasi organisasi (Damanpour & Aravind, 2012), inovasi teknologi (Sood & Tellis, 2005), dan kinerja organisasi (T. Chen et al., 2017; Zulkiffli & Perera, 2011) dalam perusahaan digital startup, setidaknya dalam konteks geografis Indonesia. Penelitian lebih lanjut diperlukan untuk menggali indikator-indikator lain yang memiliki potensi *standardized loading factor* lebih besar dalam menjelaskan seluruh variabel laten dalam penelitian ini.

3. Penggunaan konteks bidang usaha (contoh: perusahaan digital startup khusus sektor *marketplace*, *edutech*, *healthtech*, *cleantech*) direkomendasikan untuk menguji validitas dan reliabilitas model struktural dalam penelitian ini dalam sektor industri yang lebih spesifik, termasuk untuk mengetahui kemampuan setiap indikator dalam menjelaskan variabel laten terkait secara sektoral, dan menguji koefisien determinasi setiap variabel.
4. Indikator variabel laten kinerja organisasi yang sangat subyektif perlu mendapat perhatian khusus terutama jika bidang usaha yang diteliti sangat luas.
5. Komposisi dan jumlah perusahaan digital startup menunjukkan tingkat kompetisi di setiap sektor bisnis. Pemerintah selaku pembuat kebijakan bisnis disarankan selalu memperbarui informasi tentang komposisi dan jumlah perusahaan digital startup Indonesia agar setiap pengelola digital startup memiliki basis data yang lebih tepat saat hendak menjalankan strategi pengembangan kompetensi dan inovasi yang relevan.
6. Pemerintah di bidang pengembangan usaha perlu mengakomodasi usaha pengembangan kompetensi yang relevan dalam sebuah perusahaan digital startup, mengingat perusahaan-perusahaan tersebut pada dasarnya termasuk UMKM. Pemerintah bahkan dapat menjadi kolaborator yang efektif bagi para perusahaan digital startup yang memiliki keterbatasan sumber daya dan jaringan kerja.

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